



BUILDING INDIVIDUAL EXPERTISE PROGRAMME (BIEP)

West Africa - Concept Note

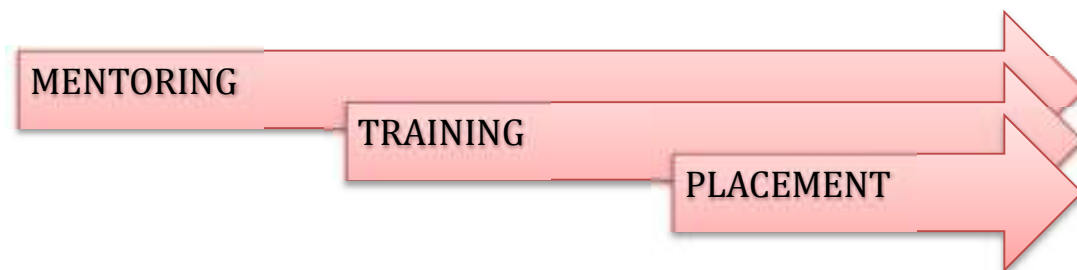
Programme overview

As a complement to its other capacity building activities (Individual trainings and “Strengthening Institutional Capacity programme”) CaLP has developed The Building Individual Expertise Programme (BIEP) that will offer the cash transfer programming community of practice a rich opportunity to benefit from a range of capacity building activities, including training, job placement and mentoring.

At global level, BIEP builds upon the successes of the CashCap Capacity Building Scheme, which focused capacity building efforts at a targeted individual and technical level, maximising the impact and sustainability of the project by expanding and diversifying the pool of practitioners for the long term.

Practitioners who complete the BIEP cycle will be expected to become active members of the CTP community of practice, participating regularly in domains such as CaLP’s virtual discussion groups (D-groups), preparing and delivering webinars, and documenting and presenting case studies of their experiences.

BIEP offers professional growth opportunities in 3 ways:



Rationale for the West Africa BIEP

CaLP is keen to work with the regional community of practice to kick off the BIEP in West Africa, building on several opportunities:

- A regional roadmap has been developed by the regional Cash Working Group in Dakar, with the support and endorsement from the Inter Sector Working Group, explicitly requesting CaLP to support the creation of a pool of experts, with a specific focus on multi sector cash.
- Throughout the region, CWGs and agencies are increasingly interested in developing Minimum Expenditure Baskets and getting prepared for MultiPurpose Grants design and implementation. In some countries, reflexions have already started, but request more technical knowledge and support to ensure quality and ownership by the national community of practice, ideally linking MEB to the HRP process. In Cameroon, the funding opportunity to launch a MPG in the coming weeks is highlighting the urgent need to provide the appropriate support, in order to make the most of such programs for the beneficiaries’ sake. It is also necessary to build expertise that would be available in country, and at regional level to provide technical support for upcoming similar initiatives.



- CaLP regional office currently has available limited resources to set up BIEP, to provide tools, training opportunities and mentoring in a structured and coherent way, to respond to the identified needs with contribution from enrolled agencies.

BIEP in West Africa would be a pilot version of the programme at regional level. Programme structure and key dimensions of the global approach will remain the same to ensure the regional approach fulfils BIEP's standards for possible later certification, and compliance with expected results of this initiative. However, to respond to the specific needs of the community of practice in West Africa, and to align with operational urgent needs in terms of CTP expertise, CaLP has chosen to tailor the program with a focus on multi-sector cash.

Objectives

By supporting 10 to 15 individuals who will each partake in a 10-month programme until February 2018, West Africa BIEP aims to:

- Enhance available CTP expertise in the region, fitting with operational needs and fulfilling capacity gaps
- Create a pool of identified individuals whose expertise will benefit to the broader community of practice, beyond their country of duty station.

Programme outcomes

Individual Level — An expanded and diversified pool of practitioners are confident in using CTP and determining appropriate, context specific responses to humanitarian needs.

Institutional Level — Improved and more sustainable inclusion of CTP in humanitarian response analysis and project implementation.

Proposed activities

Activities that BIEP participants will take part of may evolve throughout the year, but these are the proposed standard activities that should benefit to all participants:

Training opportunities

Requested availability: Between 12 and 25 working days

1. *Kick off training in Dakar*, to align knowledge and general expertise on CTP, and create the cohort dynamic / team building (1-2 days)
2. *Reserved Seats* in trainings (Response analysis, Social protection, new Technical Core Module, Coordination) and learning events CaLP is hosting in the region (Social protection, Chad Lake Basin Crisis, CTP Institutionalization and MEB)
3. *Access to Online Workshops and Resources*: Like the wider community of practice, BIEP participants will be encouraged to access the varied resources and learning opportunities available via CaLP's online presence, as well as the myriad other online resources.
4. *Reserved spaces for ToT* on CaLP materials to be held in July in Dakar (depending on the ToRs of the participant within the organization)



Mentoring

Requested availability: Approximately 5 working days

BIEP will provide direct, regular mentoring support to participants. The mentoring will begin informally during the face to face workshops, and extend throughout the placement opportunity. This mentoring support will help maximise the learning and adoption of CTP competences.

1. *Remote technical support* for MEB development from CaLP regional CBO, including access to restricted webinars on multi sector cash (preparedness, coordination, MEB, M&E) (approx. 1,5 days of support) and facilitation of collective calls to enhance peer-to-peer learning
2. *Speaker to the learning event* documenting MEB development work, to be hosted in Dakar at the end of the programme in the last quarter of 2017
3. *Documenting* the learning process in a dedicated case study to promote the cohort and each individual to be recognized as “Cash expert”

Other activities could benefit to some of BIEP participants, building on opportunities in country:

1. *In country technical support* from CaLP regional CBO or from an external consultant, specifically on MEB definition, as BIEP participants will be expected to be leaders on this process (approx. 5 days).
2. *Working with CaLP on the development of at least one of the research / documentation products:* testing CaLP M&E guidelines, case study on social protection, case study on MEB development, processes in country

Mentoring will be as individual as possible, though financing constraints may mean that CaLP will not be able to support each participant through an overall personal development plan. Progress and mentoring success may also vary as the interest and availability of each BIEP participant may differ. MEB advancement in country could be used as a milestone to monitor progress of participants. CaLP will also follow up with each enrolled organization at regional level to assess internal commitment of managers and monitor satisfaction vis-à-vis BIEP.

Placement and Secondment

Requested availability: depending on needs of requesting country / organization

Placement of experts within cash transfer programme initiatives directly results in application and consolidation of theoretical learning. Key success factors of the placement component are the following:

- A focus on learning by doing without the full responsibility of performing in position/filling a vacancy.
- Availability of an adviser/mentor from the host agency / host country team
- Terms of reference for placements are shaped to match the participant experience, competency gap, learning objectives with the activities and needs of the hosting institution / host country team
- Carry out work that combines their existing area of expertise with their newly acquired CTP capacity

Community of practice participants should have the opportunity to put the learning into practice in an enabling environment within the same organisation or not, but out of their day to day routine and responsibility which would enable them to fully focus on the learning. In return the organisation will have the opportunity to carry out specific CTP piece of work with the additional support of one of their experience



staff with theoretical knowledge of CTP and strong willingness and this newly acquired expertise will remain available within the organisation.

The placement will thus support an improved and more sustainable inclusion of CTP in humanitarian response at institutional level from both an internal and external entry point. CaLP will support and facilitate contacts between countries / organizations needing support and organizations enrolled in BIEP. It is necessary that since the early stage of the program, each organization prepare the placement by pre identifying which country teams could benefit from support, and possibly integrate the placement objective in the staff member's personal development plan, Job description... Each participant's manager is expected to get involved in the programme and be in regular touch (once a quarter at least) with CaLP team to monitor progress.

Roles and Responsibilities

To ensure the success of the program, it is necessary that CaLP and organizations that will have staff enrolled as participants in BIEP work very closely together at regional and national levels. This requires organizational involvement from both sides, and available time, not restricted to the particular staff members participating in BIEP. It is also important to highlight, as mentioned below, that if CaLP is providing resources for the organization of activities, trainings and mentoring, each organization enrolled in BIEP will have to cover travel and accommodation costs for all activities delivered out of their particular staff's duty station.

CaLP	BIEP participants' organization
At regional level	
Providing necessary information and guidance throughout the year related to programme roll out and evolution	Supporting identification of participants and ensuring coherence of profiles identified throughout the region for one organization
Signing MoU with regional offices of organizations (cosigned by country teams depending on each organization's structure)	Signing MoU with CaLP for organizational involvement
Administrative management of the programme	Follow up on country teams involvement in opportunities proposed by CaLP in the framework of the programme
Organize and facilitate activities at regional level, provide resources for activities delivery and mentoring, identify any additional opportunity that could enhance learnings for BIEP participants	Facilitate participants' attendance to activities lead at regional level (travel, accommodation costs are covered by the organization)
At country level	
Providing technical support on MEB development	Ensure information related to participants and activities are timely shared with CaLP to allow appropriate support and mentoring
Organizing trainings and learning events as planned in the programme provide resources for activities delivery and mentoring	Ensure active participation of the organization's BIEP beneficiaries to all planned activities by providing means to attend (including covering travel and accommodation costs)
Identify and share as appropriate placement opportunities	Ensure placement of BIEP participant, either to another country office within the same organization, or seizing an external opportunity (CashCaP or CaLP roster, requests from other countries for support...)



Why to engage with BIEP?

- Building internal cash expertise can support organizations fulfill their commitments in the Grand Bargain
- Multisector cash is being promoted by some donors and the new Way of Working (Agenda For Humanity). It's likely that agencies that do not have these internal expertise will soon have to recruit it externally. Skills to implement this modality is already highly sought after, building capacity internally can be a sound investment
- Benefiting from CaLP (and possibly CashCap) expertise and visibility will position your organization at the forefront of cash movement
- Building individual capacities will provide your organization with skills to build on for further institutional capacities to do cash at scale